

Strategic Five-Year Local
Workforce Investment Plan
for Title I of the
Workforce Investment Act of 1998
Public Law 105-220

(Workforce Investment System)

For the
San Bernardino County
Workforce Investment Area

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EXECUTIVE SUMMARY

San Bernardino County is one of the fastest growing and most progressive regions in the United States in 2000. Overcoming the devastating effects of military base closures and the recession of the early 1990's, the County is experiencing an impressive economic recovery.

Launching the Workforce Investment Act (WIA) at this point in time will help ensure that the economic recovery can be sustained into the future. With the support of the County Board of Supervisors, WIA has the potential to provide the County's 1.6 million residents with opportunities that far surpass any previous attempts to enhance the quality and competitiveness of the workforce.

By establishing One-Stop Centers managed by the County's Jobs and Employment Services Department (JESD) at strategic locations throughout the County, the local Workforce Investment Board (LWIB) acknowledges that the cornerstone of this new delivery system is the One-Stop Center. Furthermore, the LWIB will facilitate the development of genuine partnerships. Honest and sincere collaboration by all partners will be required to successfully integrate the numerous training, education, and employment programs into a single, customer-driven and customer-friendly system in the communities within the County.

We are embracing a systemic change that will

- help employers get the workers they need and
- help job seekers meet the challenges of the new century by getting the training they need for the jobs they want.

The One-Stop Centers provide streamlined services for both employers and job seekers. By providing customers with access to a wide range of information regarding occupations in demand, the criteria for entry into specific jobs, the availability of training and education to prepare for employment and careers, and direct access to employers, the One-Stop Centers will empower individuals to become part of the workforce of today and the future. All individuals will initially receive core services that include assistance with job search and placement and information about training resources. Those who remain unemployed or under employed will receive more intensive services that include assessment, career counseling, education and training services, some of which will be provided by Individual Training Account vouchers.

Finding and keeping a productive workforce is critical for the business community. Employers currently receive a range of services from the County's Jobs and Employment Services Department, and these services will be expanded with WIA implementation. Employer services include posting of job openings on the website, recruiting, and screening of potential candidates to assist the employer. With WIA implementation, the LWIB will strengthen this already established working relationship with employers by providing job retention services to those new to the workforce and workshops regarding labor issues to employers.

Workforce development would not be effective in the long term without an emphasis on the Youth who are the future workforce. The LWIB has established a Youth Council that recognizes youth as a valuable resource to be developed. The Youth Council is committed to develop youth employment and training policies that ensure continuous improvement of youth programs with strong connections between academic and occupational learning and an emphasis on attainment of leadership skills.

Implementing the Workforce Investment Act in San Bernardino County will be much more than merely following the process outlined in the following pages of this strategic five-year plan. It will require dedication, commitment, and perseverance from all those involved. Changing from a multi-program, eligibility driven environment to a system that unifies numerous training, education and employment services into a single, customer-friendly system will bring opportunities and challenges. During the next five years, there is an expectation that the Workforce Development System will evolve to become a more efficient, customer focused, and results driven system, serving a broader range of individuals than the job training programs of the past.

The County Chief Elected Official (CEO) and the County Administrative Officer (CAO) are committed to support our County's continued leadership role in the preparation of the workforce for today and tomorrow's opportunities. They have completed a review of a countywide economic strategic plan. That review reveals that in order to ensure San Bernardino County's continued economic well being, the County must have a strong and talented workforce that is also an inclusive workforce. The Workforce Investment Act is the legislation that will propel us into the future.

The County Board of Supervisors has demonstrated it recognizes the need for a strong Workforce Investment System and is encouraging active private sector participation. With the support of the County Supervisors, the CAO, and the Local Workforce Investment Board, the County can expect to achieve the following goals of the Workforce Investment Act:

- Improve the quality of the workforce
- Reduce welfare dependency
- Enhance the productivity and competitiveness of the nation

I. PLAN DEVELOPMENT PROCESS

In this section, describe the plan development process, including a discussion of how comments received during the public comment period were incorporated within the plan.

A. What was the role of the Chief Elected Official(s) (CEO) in developing the plan?

The San Bernardino County Board of Supervisors has been very involved in setting the stage for the plan. At the November 24th 1998 meeting of the board, the Chief Elected officials took the following action:

1. Requested that the Governor designate San Bernardino County as a Workforce Delivery Area pursuant to the Workforce Investment Act of 1998 (WIA).
2. Designated the San Bernardino County Private Industry Council (PIC) as the Interim Workforce Investment Board (WIB) until the State of California establishes appropriate process for the selection of the local WIB's pursuant to the WIA.
3. Authorized the Jobs and Employment Services Department (JESD) to be the interim operator of San Bernardino County's four One-Stop Delivery Systems.
4. As grant recipient for the Workforce Delivery Area, designated the JESD to serve as the administrative fiscal agent for WIA grant funds.
5. Authorized the interim WIB to appoint a Youth Council pursuant to WIA. The Youth Council will act as a subgroup of the Interim Workforce Investment Board.

Additionally, the Board has been very proactive in the process to establish a new board, providing leadership where needed. Finally Board staff have also participated in our transition committee sessions.

B. What local workforce investment board, transition board or existing body had oversight for the development of this local plan? [WIA, Section 118(a) If there was no such body, how will you create a responsible entity? [WIA Section 117(d)(4)]

As stated previously the chief elected official(s) designated the existing Private Industry Council as the Interim Workforce Investment Board to oversee the WIA transition process, including the development of the local 5-year plan. The Interim WIB appointed a WIA Transition Team composed of current PIC members and other representatives from business, government, education, community-based and other social service organizations. Additionally, legal counsel for the County of San Bernardino has attended our meetings to provide direction and assistance. The team has been charged with overseeing all WIA transition issues.

C. Describe the process used to provide opportunity for public comment, including comment by the Chief Elected Official; the local workforce investment board and youth council; other local governing bodies; educators; vocational rehabilitation agencies; service providers; community

based organizations; and migrant seasonal farmworker representatives [WIA Section 118(c)(1) and WIA, Section 118(b)(7)]

The official planning process commenced in November, 1999. However, prior to submission and ratification of the Plan, the Transition Team and its committees held community information sessions to discuss, educate and inform the general public and all interested parties, including the media, about the implications of the Workforce Investment Act for this region. Summaries of the Act were distributed at these meetings, mailed to those who requested them and placed on our website.

The interim WIB considered the 5 year plan at its meeting on February 16, 2000. The Board of Supervisors will hear the plan on February 29, 2000.

Written and electronic versions of the Local Workforce Development Act Plan were disseminated for public comment on February 8, 2000. In addition, opportunities to provide written comments were publicized through the local newspapers and via the Internet.

D. How were comments that were in disagreement with the draft plan considered in developing the final plan? [State Planning guidance I B. and WIA, Section 112(b)(9)]

- **In an attachment, include comments that represent disagreement with the local plan. [WIA, Section 118(c)(3)]**

The staff reviewed and distributed all comments that were received to the full Workforce Investment Board, the chief elected officials, and other groups that were part of the deliberative process.

E. Describe the method used to make copies of the local plan available through public hearings and through the local news media and the Internet. [WIA, Section 118 (c)(2)].

The availability of the five-year strategic local plan was announced through the development of press releases mass mailed to all local media, to include: local daily newspapers, as well as, community weeklies and minority papers. Support from local print media has always been very high. Additionally, the availability of the plan to the general public was published on the department's home page located at www.jesd.com. Visitor frequency rates on our Internet web site is considerable due to the wide range of regional workforce development information.

F. What other organizations were involved in the development of the local plan? How were they involved?

All of the mandated partners were involved in the development of the plan. Also involved were the County Welfare and Economic Development Departments. Representatives of these organizations attended either transition meetings, community meetings or a strategic retreat held by the Interim WIB. The meetings discussed changes in the law, the changing vision for workforce development, the needs of special populations, current community resources and needs, potential niches in the labor market that may offer good opportunities for our clients, and ways to collaborate including the participation in One-Stop Centers. Additionally, we were extremely pleased to be able to have help and to be able to use some of the work of our local economist Dr. John Husing.

II. LOCAL VISIONS AND GOALS

A. What is your vision for your local workforce investment system, and how will your system appear at the end of the five – year period covered by this plan? [State Planning Guidance II B] [WIA, section 117(d)(1)]

San Bernardino County workforce development activities will provide comprehensive, quality, employment related and supportive services that are responsive to the needs of employers, job seekers, and the community.

Effective workforce development and training will produce some of the best workers in the nation, making San Bernardino County a highly attractive place for business enterprise. The workforce will be highly literate, motivated, and technologically competent. Workers will have equity in opportunity and pathways for professional growth and advancement. Workforce development we believe will create a level of prosperity that is above the national average.

Further, San Bernardino County's implementation of the Workforce Investment Act will lead to a streamlined process for all people in the County to receive education, training and employment assistance. Through a One-Stop system, all residents will have access to training to gain employment skills they need to get a career that will allow them to have a better quality of life. The County's economy will be improved and local business and industry will prosper with the availability of a skilled and educated workforce.

San Bernardino County's economy will be characterized by:

- An abundance of good jobs.
- A productive, well-educated and well-trained citizenry capable of competing internationally, with the ability to adjust to changing job requirements, thereby avoiding chronic or extended periods of unemployment.
- A highly diversified base of industries that are successful in domestic and international markets and are organized to adapt quickly to changes in production technology and market demands.
- Ongoing evaluation of all workforce development activities and services.

Finally, community partners will develop incentives for collaboration and leveraging of resources.

1. In five years, describe how your local system will integrate services. [WIA, section 117(d)(1) and Section 118(a)]

Over the course of the next five years and using the four One-Stop facilities as the workforce cornerstone, the San Bernardino County Workforce Investment Board along with its partners will increasingly integrate the services offered by all agencies within the One-Stop Centers.

Further, given the demographics of our local community two target groups will be emphasized. The business community and within the WIA client groups, welfare clients will be targeted. To help us reach our goals we will reach out to all affected agencies and we will jointly develop goals, progress markers and timelines that will map out the full integration strategy.

2. What programs and funding streams will support service delivery through the One-Stop system? [WIA, section 121(b)(1)(B)]

San Bernardino County will make use of every available program and funding stream to better serve our clients. Services through the One-Stop systems will be jointly funded by WIA Title I funds, State Employment Development Department (EDD), CalWORKs, Department of Labor (DOL) grants and limited funding for specific programs from the partners. Monies will be pooled to reach all economic groups. We also anticipate receiving additional funding from Federal, State and local block grants as well as grants from private foundations, economic development monies, community colleges and community sources. The monies will be blended for universal access. A long-term goal will be industry involvement with matching training funds.

3. Typically, what information and services will be provided and how will customers access them? How will the goal of universal access and be achieved? [20 CFR Part 652, et al., Interim Final Rule (1)(A), State Planning Guidance 11.B. bullet 3]

Each mandated partner agency will provide its core services through the One-Stop Career Centers. The focus of the Career Centers will be to provide, at a minimum, the core and intensive services to job and training seekers and employers as the two customer groups in this service model. The One-Stop partners will also provide referrals to other partners.

In the One-Stop Centers, information will be available on services provided by all partners. Services will be provided by either a physical presence, by a representative of each partner organization, contractual agreements, or by use of technology.

A streamlined application system will be developed which will facilitate customer application for available services. Through state feedback, information will be available on training programs and consumers will be able to make informed choices

4. How will Wagner-Peyser Act (WPA) and unemployment insurance (UI) services be integrated into the local system? [WIA, Section 121(b)(1)(B)(xii), State Planning Guidance II B bullet 5]

Under WIA, the WPA funded Employment Services program and the UI program will be integrated into the One-Stop system. Although UI claim filing will primarily be accomplished via the telephone through centralized call centers, basic information about the UI program will be made available in the One-Stops. The Job Services (JS) staff has been trained to assist clients requiring or preferring in-person services with specific UI program needs, including in-person assistance with claim filing if necessary.

The JS staff in One-Stops will provide basic labor exchange functions to the universal population and will work with employers to meet their workforce needs.

5. How will the local workforce investment system help achieve the goals of the State's workforce investment, welfare, education, and economic development systems? [WIA, Section 118(a)(b)(1) State Planning Guidance 11 B bullet 6]

The local system is committed to the federal and state principles of streamlined services, empowered individuals, universal access, increased accountability, a strong role for the local board and the private sector, increased local flexibility and an improved youth program. To achieve the State's goal, the local system will integrate services available under WIA, EDD job services, CalWORKs, and WTW programs, veterans employment programs, adult education and other related programs. By utilizing a state list of training providers accompanied by performance and cost information the customer will be able to make informed choices for education and training. Dependence on the welfare system will be reduced, as more people are able to achieve self-sufficiency through becoming better-educated and trained and finding better jobs.

6. How will the youth programs be enhanced to expand youth access to the resources and skills they need to succeed in the state's economy? [WIA, Section 111(d)(2) and 112(a)]

The building of a strong Youth Council has been a priority from the beginning of the WIA transition process. The Transition Board has worked with the community and the chief elected officials to identify mandated individuals who would serve as strong youth advocates on the Youth Council. This priority was realized on September 14, 1999 when the Board of Supervisors adopted Resolution 99-1 establishing San Bernardino County's Youth Council.

The Youth Council has had several meetings and has charged JESD with creating a compendium of youth programs and services. Using this compendium as its base, the Council will be able to identify gaps in youth programming, and to begin to identify areas of overlap, where better coordination and integration can occur. Additionally, current programs will be viewed in light of how well they provided basic information and skills needed to get and keep a job and to compete in the labor market.

B. What are your board's broad strategic economic and workforce development goals? What steps will you take to attain these goals? [State Planning Guidance IIA.]; [WIA, Section 118(a)]

The economic challenge to San Bernardino County is quite clear. We must improve the County's economy and workforce. We believe that the two go hand in hand. The County has retained the services of a local economist to help develop strategies on how accomplish these goals. Currently San Bernardino County is enjoying the lowest unemployment rate in more than a decade. Yet for all of its economic vibrancy, the strong economy is not reaching the poorest among us. To date, rapid growth has only caused a minor increase in the County's average family income. To better engage the County's 60 billion dollar economy, the County believes that we must have a four fold strategy:

1. Encourage high tech sectors to locate in San Bernardino County;
2. Upgrade the local workforce competency;
3. Increase economic capacity; and
4. Develop Regional Economic Strategies.

The County is taking steps to reorganize its workforce, economic and redevelopment departments around to better meet our economic and workforce development goals. The goals of an improved

workforce will be attained through the development of a more skilled workforce. To accomplish this, we will create a system that provides the following:

- ? Universal and easier access to services and information;
- ? Emphasis on workplace fundamentals;
- ? More training to upgrade the skills of current workers;
- ? Expansion of self service features within our One-Stops;
- ? Use of learning resources accessible electronically;
- ? Consumer information that provide a better match between training needs of participants and training resources;
- ? Use of mentors and other coaches and learning facilitators;
- ? Access to resources that can provide lifelong learning; and
- ? Long-term follow up.

C. Identify organizations involved in the development of your local vision and goals.

The Interim WIB has been primarily involved in determining the local strategic direction. Appointed to the WIB are most of the mandated partners including CalWORKS, EDD, County Superintendent of Schools, community colleges, Economic Development and the private sector. Together we have been involved in the development of our 5-year plan, vision and goals.

III. LABOR MARKET ANALYSIS

A. What are the workforce investment needs of businesses, job-seekers and workers in the local area? [WIA Section 118 (b)(1)(A)]

OVERVIEW: In San Bernardino County the needs of businesses, job seekers, and workers revolve around the same basic issues. They are continuing strong economy, active economic development, and qualified job applicants with the necessary soft job skills, specific job skills, and literacy skills to qualify for available jobs and advance within the workforce. Therefore, the Interim WIB must simultaneously insure that the current workforce needs of existing employers are met while recruiting new employers and anticipating their workforce needs.

Businesses:

Critical to the management of economic growth and adequate supply of a trained workforce will be the connection of the Workforce Investment Board to the Economic Development efforts undertaken throughout the County. Towards that end, the County of San Bernardino is moving to reorganize the workforce efforts of the County and will place the County's Workforce Development Department, Economic Development Department and Redevelopment Department together. This integration is designed to ensure that the business needs of our County can be met swiftly with all the cooperation and coordination of departments that have some interface with the business community. Additionally, the Workforce Investment Board will no longer be linked to the County's Jobs and Employment Services Department. It is envisioned that the Board and the aforementioned departments will be linked to the County Administrative Office through a Deputy County Administrative Officer.

Overall San Bernardino County continues to experience solid economic growth. It is anticipated that this growth pattern will exist for a few more years and will move east through the County as the heavily industrialized areas in the west began to reach saturation. At the present time the majority of employers in this area are in the manufacturing, transportation, warehousing and distribution industries.

In other areas of the County, a majority of the employers are small businesses and/or retail-service related businesses. These types of business are very dependent on the fluctuations of the local economy. For these types of businesses to thrive it is imperative that stable employers offering higher wage levels be encouraged to come into the area. These employers will provide the jobs necessary to increase personal income. This in turn will increase the economic base for the smaller businesses to thrive and to expand.

Overall, businesses that have traditionally been characterized as manual labor or blue collar are being impacted by the advent of technology. Computerization of warehousing, distribution and transportation centers requires workers and job seekers to present a higher level of techno-savvy than ever before. As a natural extension of the increased need for technology related skills, employers are seeking individuals with higher levels of education, and are imposing stricter pre-employment screening guidelines in the areas of background checks, drug use history and employment history than previously demanded.

Job-Seekers:

Locally, the number of active job-seekers has shown a marked decrease during the past 24 month period. Unemployment rates within the County are at historically low levels. In reality, the least skilled of the available workforce makes up the majority of job-seekers. In order to compete for, obtain and maintain employment job-seekers will require assistance in identifying the hard and soft skill gaps which impede their ability to enter employment. This group may require intensive counseling services and intervention in a variety of life issues, i.e., substance abuse counseling, basic skills development/remediation, job retention skills, etc. These issues must be addressed in order for this group to successfully access and maintain employment. It is anticipated that training to provide career growth opportunities will need to occur in conjunction with employment. This presents a new challenge to the employment and training service providers.

Job seekers in San Bernardino County can be divided into two groups: those with recent work history and those who are entering the job market after an extended absence or for the first time. Many job seekers have been released from previous employment because their job skills (either soft skills such as being punctual, etc., or hard skills such as computer skills) are no longer marketable. The lack of marketable skills is also a problem for those job seekers returning to the workforce after an extended absence. Both of these groups will need skill upgrades in order to fully participate in the world of work.

Workers:

One of the unique features of the County's economic growth is that the pattern of increased employment has not been followed by a pattern of increased personal income. In fact, statistical information indicates that while more County residents are working, household income has fallen. It is critical to the economic stability of the region to provide learning and skill enhancement opportunities

to the incumbent workforce in order to increase opportunities for economic advancement and career growth. Assisting employers with workforce development will provide the One-Stops with the opportunity to fill entry level positions with job-seekers as workers move up within organizations. The creation of a cycle of entry into the workforce, training and promotion within the work environment and re-filling of positions created by worker advancement will be a major focus of the new Local Workforce Investment structure.

B. How will the needs of employers be determined in your area? [State Planning Guidance IV.B.6. and WIA, Section 118 (b)(1)(A)]

The Interim WIB recognizes the importance of meeting the needs of current employers as well as assisting with new business attraction. As a result, the County's administrative entity JESD is involved in a vast collaborative network of employer-related and employer based organizations. These organizations include the Employer Services District of JESD, the Inland Empire Economic Investment Collaborative, the San Bernardino County Economic Development Department, the Inland Empire Economic Partnership, and the California Career Occupational Information System.

Working with our partner EDD and via the Employer Services Unit, JESD is in daily contact with employers throughout the County. Through contacts made by Job Development Staff, the hiring and training needs of employers are identified. Services offered to employers include: posting of current job openings into the web-based job match system, screening of applicants for job openings, On-the-Job Training reimbursement, Customized Training contracts, direct referrals for job openings, assistance with applications for hiring incentives and recruitment planning to meet on-going hiring and workforce development needs.

Additionally, JESD serves as a fiscal agent for the Inland Empire Economic Investment Collaborative (IEEIC). IEEIC is one of the six regional collaboratives in the State. JESD will continue to work with these partners to achieve an integrated customer driven system. The desired outcome of this partnership is to establish a process that effectively links the Region's workforce preparation system to its employers.

JESD also partners with City and Private Economic Development Agencies to assist with the workforce needs of new and expanding employers in the area. JESD has been recognized by these partners for its responsiveness and effectiveness in providing the information and services needed by employers. JESD utilizes its Employer Services Unit to nurture relationships with the ECD agencies throughout the County. Strong collaboration currently exists between JESD and the following Economic Development Agencies:

- ? City of Ontario
- ? City of Victorville
- ? City of San Bernardino
- ? City of Fontana
- ? City of Barstow
- ? Inland Valley Development Agency
- ? Inland Empire Economic Partnership
- ? County of San Bernardino ECD

JESD is and will continue to be an important partner of the Inland Empire Economic Partnership (IEEP). IEEP is the region's only private, non-profit economic development organization. This organization has a current member ship of 400+ employers. Its primary goal is to attract, create, and retain business in order to increase the region's growth and economic output.

Over the past six years, JESD has participated in the State Employment Development Department Labor Market Information Division labor market survey. Under contractual arrangement with EDD, JESD conducts labor market surveys of the local area via the California Cooperative Occupational Information System (CCOIS). The goal of this project is to collect, analyze and disseminate local occupational outlook information and update and disseminate local training resource information to aide employer and job seekers in assessing the trends seen in the local market. Given continued funding availability, JESD intends to continue its participation in this grant funded study

C. What are the current and projected employment opportunities in the local area? [WIA section 118(b)(1)(B)]

An analysis of information from the Employment Development Department reveals the 25 occupations listed below as growth occupations over the next 5 year period:

<u>No.</u>	<u>Occupation</u>
1.	Service: Medical Office
2.	Distribution: Package Courier And Trucking
3.	Retail: Vehicle Dealers
4.	Retail: Food
5.	Subcontracting: Construction Firms
6.	Service: Automobile Repair, Service, Wash, Paint, and Tire
7.	Government: K-12 Schools and Libraries
8.	Retail: Apparel Stores
9.	Service: Real Estate
10.	Distribution: Miscellaneous
11.	Agriculture: General Growing
12.	Service: Financial
13.	Service: Social Service Groups
14.	Service: Insurance Agents and Brokers
15.	Distribution: Motor Vehicles, Transportation Equipment and Parts
16.	Manufacturing: Metal Finished Products
17.	Manufacturing: Machine Tools, Pumps, Welding, Woodwork, and Metalwork Tools
18.	Distribution: Food, Groceries, Dairy, Fish And Grain
19.	Manufacturing: Plastic Products
20.	Manufacturing: Furniture and Fixtures
21.	Service: Dental Offices and Clinics
22.	Subcontracting: Electrical
23.	Distribution: Tool and Machines
24.	Manufacturing: Metal Parts
25.	Service: Repair

D. What job skills are necessary to obtain such employment opportunities? [WIA, Section 118(b)(1)(C)]

The key to obtaining employment in any of the demand occupations is the presence of employment skills employers seek. These skills have typically been identified as "soft" skills such as those related to understanding the work culture, dress codes, ability to be punctual, communication and people skills. In addition, employers seek individuals who have demonstrated the ability to learn new information, possess the basic skills and education levels to meet the existing demands of the job. Careful monitoring of the rapidly changing needs of business and clear communication with industry is essential in order for the Interim WIB to ensure the supply of a qualified workforce. To also ensure that the job skills needed for the projected employment are met, our Contracts Unit will ensure that all Requests For Proposals (RFP)'s focus on the skill sets needed by our clients.

IV. LEADERSHIP

A. If an interim board was responsible for development of this plan, how will the plan and authority to oversee its implementation under WIA Section 117(d)(4) be transferred to the new local workforce investment board?

The San Bernardino County Board of Supervisors appointed the Interim Workforce Investment Board (IWIB) on November 24, 1998. The IWIB will function as the PIC for the purposes of closing out programs funded under the Job Training Partnership Act (JTPA) until its official repeal on July 1, 2000. The IWIB by virtue of Board resolution will also have full responsibility for the implementation of the Plan. It is expected that in late April the Board of Supervisors will disband the Interim WIB and appoint a permanent WIB. We believe that many of the IWIB members will be appointed to the new WIB. Therefore, all actions of the Interim WIB will be transferred to the new WIB and ratified.

B. What circumstances constitute a conflict of interest for a local board member, including voting on any matter regarding provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member? [WIA, Section 117 (g)(1)(2)]

A WIB member cannot vote on a matter under consideration by the WIB regarding a provision of services by that member or by any entity that the member represents or that would provide direct financial benefit to such member or of the immediate family of such member. In addition, a WIB member cannot make, participate in making or in any way attempt to use his or her position on the WIB to influence a governmental decision in which the WIB member knows or has reason to know he or she has a financial interest. The WIB cannot vote on any matter in which a member of the WIB or any business or organization which the member directly represents, or which would financially benefit the member or business or organization which the member represents, if the affected WIB member fails to adhere to conflict of interest requirements.

C. How will the local board provide a leadership role in developing policy, implementing policy, and oversight for the local workforce investment system? [WIA Section 117(d)(4)]

The local board, in partnership with the elected officials, will make all decisions regarding the implementation of the local workforce investment vision and system. The Board will develop a

budget to carry out their duties, subject to the approval of the chief elected official(s), and will direct the disbursement of funds from the grant recipient or fiscal agent.

The Workforce Investment Board will develop policies for the workforce investment system through the work of its various committees.

The Youth Council will create policies relating to youth services and programs, including the allocation of resources and suggest who should receive awards of youth grants and contracts. The One-Stop Committee will establish One-Stop policies and the criteria for certification, including the negotiation of all Memorandums of Understanding with partner agencies. They will also oversee integration of the One-Stop. The Performance Management Committee will recommend quality standards and performance measures for all programs and services.

All committee action is subject to ratification and approval by the full Board.

D. How will the local board assure the local system contributes to the achievement of the State's strategic goals? [WIA, Section 118(a)]

Once adopted and approved, the WIB will review the State's plan and its strategic goals and will assure that no WIB policy will be inconsistent or in conflict with any State adopted goals. Any proposed action found in conflict with adopted State policy will be amended or modified so as to be consistent with the State Plan.

E. How will the local board meet the WIA requirement that neither the local board nor its staff provide training services without a written waiver from the Governor? [WIA, Section 117(f)(1)(A) and (B)]

The local Workforce Investment Board and its staff will not provide training services.

F. How will the local board ensure that the public (including persons with disabilities) have access to board meetings and activities including local board membership, notification of meetings, and meeting minutes? [WIA Section 117(e)]

The local board posts all meetings notices, minutes of the meetings, the designation and certification of One-Stop operators, the award of grants or contracts to eligible providers of youth activities and a list of current WIB members on our website. Meeting Notices also will appear in major daily and weekly news publications with the largest distribution.

Additionally, meeting notices are routinely posted at least 72 hours ahead of time with the San Bernardino County Clerk of the Board and mailed to all parties who have requested them. The minutes of all meetings, including committee meetings, are also available for review by the public as required by the Public Records Act.

Meetings are conducted in locations that are handicapped accessible. Accommodations are available upon request for persons with visual or hearing difficulties.

V. LOCAL ONE-STOP SERVICE DELIVERY SYSTEM

- A. Describe the One-Stop delivery system in your local area. [WIA, Section 118(b)(2)]. Include a list of the comprehensive One-Stop centers and the other service points in your area.**

The One-Stop delivery system is designed to be a community-oriented and customer-focused system for business, employment, education, and training services provided through the One-Stop partners.

The One-Stop delivery system in San Bernardino County consists of four comprehensive One-Stop Career Centers in Victorville, Ontario, San Bernardino, and Redlands. There are also three satellite One-Stop Career Centers, in various stages of development at San Bernardino Valley College, Copper Mountain College, and the Hesperia Alternative Education Center.

- B. Describe the process used for selecting the One-Stop operator(s) [WIA Section 121(d)(2)(A)] including the appeals process available to entities that were not selected as the One-Stop operators. [Interim Final Rule & 667.600 (b)(1)]**

For the first two years of the program the County and its partners have opted to allow the County Jobs and Employment Services to manage our One-Stops. This selection was based on an agreement reached between the local board and a consortium of mandated entities. The WIB will review the management of the One-Stops at the end of that time to determine the feasibility of contracting for those services.

- C. How will services provided by each of the One-Stop partners be coordinated and made available in the local One-Stop system? [WIA, Section 121(c)(2)]**

Services will be provided by a physical presence of the mandated partners. We will also use appropriate technology (Internet, E-mail, videotapes, computers in the lobby/Resource Center) to link to other partners.

These services will be coordinated by the One-Stop operator. All of the partner's front line staff will receive joint training. A universal application will become an integral part of the streamlined process.

- D. What is your plan for delivery of core and intensive services? [WIA Section 117(f)(2)]**

Each One-Stop located in San Bernardino County will offer a broad range of information and referral services. The core services from each partner will be available at the one-stop center. Other programs and activities carried out by One-Stop partners will also be available at each center. Intensive services will be made available to adults and dislocated workers as needed either by the operator directly or through contracts with service providers that are approved by the Local Board.

- E. How will these coordinated and leveraged resources lead to a more effective local system that expands the involvement of business, employers and individuals? [State Planning Guidance IVB.3. and WIA, Section 112(b)(10)] and Section 121(c)(2)(A)(ii)]**

To meet the vision that we have adopted, no one agency can expect to effectively do it by themselves. The coordinated leveraged resources of multiple providers provide both the business community with services that no individual agency can provide alone.

Combining employment and training components of all One-Stop partners will expand services to job seekers of all types as well as making it more convenient.

In terms of the business community, integrated One-Stop services are just as important. Some services available include customized training, employment screening, on-the-job training, tax credits and job retention workshops.

- F. Describe how the local system will meet the needs of dislocated workers; displaced homemakers; low-income individuals such as migrant and seasonal farm workers; public assistance recipients; women; minorities; individuals training for non-traditional employment; veterans; and individuals with multiple barriers to employment, older individuals, people with limited English speaking ability; and people with disabilities. [State Planning Guidance IV.B.4. and WIA, Section 112(b)(17)] and Section 118(b)(4)]**

Individuals who are least equipped to succeed in the labor market including low income individuals, those with multiple barriers to employment, limited English speaking, disabled and minorities will receive services that will expedite their transition into the workforce. Adult basic skills and occupational/technical skill training will be available. Where monies are limited, priorities will be set allowing those most in need of services to receive the assistance they need.

The local One-Stop system is designed to accommodate any member of the community desiring service including those with disabilities.

- G. When allocated adult funds are limited, what criteria will you use in determining priority of service to ensure recipients of public assistance and other low-income individuals for intensive and training services? [WIA, Sections 134(d)(4)(E), 118(b)(4), State Planning Guidelines I V B 5]**

Funding availability from the various funding services will determine whether adult funds are limited in San Bernardino County because of the unique relationship to CalWORKs. If funding is limited, service priority will be given to the recipients of public assistance and other low-income individuals in accordance with WIA regulations.

Contract opportunities may also be made available for special participant population through community-based organizations and private agencies.

- H. How will the local system ensure non-discrimination and equal opportunity, as well as compliance with the Americans with Disability Act? [State Planning Guidance IV B.4.]**

Posters in the lobby informing clients of our policies, language in MOU's, all of our contracts, and marketing materials have and will continue to have the statements ensuring non-discrimination and equal opportunity.

All physical One-Stop centers are and will be ADA compliant.

(1) Non-discrimination and equal opportunity requirements and procedures, including compliant processing and compliance reviews will govern by the regulations implementing WIA, section 188 and administered and enforced by the DOL civil rights center.

(2) We also believe that some of the funds may be used to meet a recipient's obligation to provide physical and programmatic accessibility and reasonable accommodation in regard to the WIA program, as required by section 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990, as amended.

I. How will systems determine general job requirements and job lists, including Wagner-Peyser Act Provisions be delivered to employers through the One-Stop system in your area? [State Planning Guidance IV B.6. and WIA, section 112(b)(1)(B)(ii)]

Wagner-Peyser provisions for general job requirements and job lists will be delivered through the EDD Cal Jobs, American's Job Bank and LMI systems in person and via the internet. JESD will also provide this information via the JESD website, utilizing the centralized Employer Services Unit.

J. What reemployment services will you provide to Worker Profiling and Reemployment Service claimants in accordance with Section 3 (c)(e) of the Wagner – Peyser Act? [State Planning Guidance I B.7. and WIA, Section 112 (b)(1)(B)(ii)]

The following services are provided free of charge to dislocated workers:

- ? Identifying job opportunities in a chosen career
- ? Vocational training
- ? Workshops - Resume Writing, Stress Management, Career Transition, Financial Planning
- ? On-the-Job Training
- ? Resource Center; Automated Labor Market Information, Assessment
- ? On-line access to nationwide job lines; Career Exploration materials
- ? Job Development/Job Search/Job Placement Services

The purpose of the Worker Profiling and Reemployment Services (WPRS) program is to provide reemployment services to Unemployment Insurance (UI) claimants who are most likely to exhaust their UI benefits. In California, the WPRS system compares the characteristics of claimants who file a UI claim against a statistical model to determine their likelihood of exhausting their benefits. Those claimants that are "profiled" as most likely to exhaust their UI benefits are scheduled to Initial Assistance Workshops (IAW) that serve as an orientation to reemployment services. During the IAW, claimants must complete an individual reemployment plan. The plan generally involves a referral to other reemployment services and is considered an agreement between the claimant and the department. When a claimant scheduled to an IAW fails to attend or fails to complete his/her plan, Job Service notifies electronically UI of the eligibility issue. The department has a long-range goal to increase the number of UI claimants who receive reemployment services.

K. How will you ensure that veterans receive priority in the local One Stop system for Wagner-Peyser funded labor exchange services? [State Planning Guidance IV.B.9. and WIA, Section 112 (b)(1)(B)(ii)]

The California Employment Development Department (EDD) Job Service (JS) and Veterans Employment and Training Service (VETS) have agreed to integrate the multiple career development services provided to veterans into the One-Stop delivery system. One-Stop customers who are veterans will be provided the full array of services normally available within the system through customer choice and customized access to those services. Access to the One-Stop system services funded under the WPA will be provided universally to all clients with veterans receiving priority of services. When it is determined that a customer is a veteran, that customer will be provided additional information regarding services especially for veterans, and may be referred to specially trained veteran program staff for more intensive services.

To provide veterans with customer choice, veterans will be provided labor market information based on individual wants and needs. Veterans will also be provided with options and information for accessing a variety of job listings (i.e.: America's Job Bank, Federal jobs, and Federal Contractor Job Openings) and services through out-station sites, scheduled outreach visits, or through full service One-Stop Career Centers either in person or electronically.

L. What roll will Local Veterans Employment Representative/Disabled Veterans Outreach Program Services (LVER/DVOPS) have in the local One-Stop system? How will you ensure adherence to the legislative requirements for veterans' staff? [State Planning Guidance IV.B.10. 322, 38 USC Chapter 41 and 20 CFR Part 1001-120]

The State Workforce Investment Board (SWIB), the State Director of Veterans Employment and Training (DVET), and the State Employment Security Agency (SESA) are required to establish provisions to implement, administer and provide oversight under WIA as it relates to veterans services.

Veteran program staff will facilitate veteran access to all WIA employment and training programs as required by Section 112(b)(17)(B) of the WIA of 1998.

Through the triage system, Veteran customers may elect self-service, facilitated self-help or staff-assisted one-on-one service. Most veterans are able to use the self-service systems and will self-identify as veterans to establish their eligibility for veterans' priority. The WPA funded staff and Veteran program staff are available at comprehensive One-Stop Centers to provide facilitated self-help or staff-assisted service to veterans who require additional assistance.

After Veteran customers are assessed as being job ready, they will be provided with priority access to labor market information, job development contacts, and job referrals. The LVER staff will provide program oversight for veteran's services and will provide technical assistance, staff training, and quarterly reports concerning veterans' services provided by One-Stop staff. Veteran program services will be provided at each comprehensive One-Stop Center. At the request of partners, dedicated veterans staff may be assigned to other intake locations that serve large veterans population.

M. How will you provide Wagner-Peyser Act-funded services to the agricultural community - specifically outreach, assessment and other services to migrant and seasonal farm workers, and services to employers? How will you provide appropriate services to this population in the One-Stop system? [State Planning Guidance IV B 11.]

Wagner-Peyser funded merit staff is committed to ensuring continuous equity of services to MSFWs as the workforce preparation and One-Stop system emerges. The Job Service (JS) will provide core labor exchange services in accordance with Title 20 of the Code of Federal Regulations (CFR), Section 652, sub-part A. As described in Section 652.208, three methods of service delivery will be used: "(1) Self-service; (2) Facilitated self-help services; and (3) Staff-assisted service."

In Local Workforce Investment areas and the comprehensive One-Stop Centers, every core service that is available to Workforce Investment system customers is available to MSFWs.

N. How will the local board coordinate workforce investment activities carried out in the local area with the statewide rapid response activities? [WIA, Section 118(b)(5)]

JESD will participate in statewide activities to ensure we have current information on Rapid Response activities. We will adjust goals and objectives for Rapid response.

O. How do your rapid response activities involve the local board and Chief Elected Official? [WIA, Section 118(b)(5), State Planning Guidance IV B. 13.b.]

As the designated agency, JESD will inform the WIB and the LCEO(s) when we receive WARN notices. Policies also will be established relating to dislocated workers. The local board will ensure that its administrative entity has:

- 1) An eligibility determination and verification system for rapid response services;
- 2) The rapid response plan will achieve or exceed its predetermined performance goals as set forth by the Department of Labor;
- 3) There are written procedures for delivering the required services to eligible dislocated workers;
- 4) There is a system for coordination with neighboring jurisdictions in cases of plant closing or mass layoffs;
- 5) There is a policy for coordination with other appropriate program services and systems, particularly where the services of other systems can be provided at no cost to the worker readjustment program;
- 6) Labor organizations are involved in the development and implementation of dislocated worker programs and services; and
- 7) Affected labor organizations are consulted in the case of any assistance program which will provide services to a substantial number of their members.

The WIB and the LCEO(s) will also determine job opportunities for which dislocated workers can be retrained, and the training that exists or could be provided in the local area relevant to these job openings. This determination may involve use of the California Cooperative Occupational Information System (CCOIS) and consultation with representatives of the Employment Training Panel and the Trade and Commerce Agency.

P. What rapid response assistance will be available to dislocated workers and employers and who will provide them? [WIA, Section 118(b)(4)(5), State Planning Guidance IV B.13.c.]

A joint JESD/EDD task force will provide Rapid Response services. For JESD, the Rapid Response Team is headquartered in Colton. The Rapid Response Team will be coordinated by EDD.

- 1) Representatives of the Rapid Response Team will provide technical assistance in the development of a local service strategy in the following ways:

- ? A survey of affected workers will be conducted.
- ? A determination of pre-layoff assistance/early intervention services will be made.
- ? A determination of the need for emergency/financial assistance will be made; and
- ? Communication regularly with workers and local press.

- 2) Representatives of the Rapid Response Team will conduct follow-up to provide additional assistance, such as:

- ? Review and analysis of returned employee surveys;
- ? Dissemination of all pertinent information, including data collected on demand occupations, successful training, and analysis of local labor market conditions

Q. Describe and assess the adult and dislocated worker employment and training services that will be available in your local area. [WIA, Section 118 (b)(4)(5)]

The following services will be provided through the One-Stop System:

- ? Emergency Assistance adapted to particular closure or layoff
- ? Rapid Response Services and Activities
- ? Development of individual employment plans for participants
- ? Outreach
- ? Orientation
- ? Job and Career counseling
- ? Testing
- ? Case Management
- ? Assessment, including evaluation of educational attainment and participant interests and aptitudes
- ? Determination of Occupational Skills
- ? Provision of future world of work and occupational information
- ? Job Placement Assistance
- ? Labor Market Information
- ? Job Club Workshops
- ? Job Search Assistance
- ? Job Development Activities
- ? Supportive Services (child care, transportation, needs related payments, counseling, etc.)
- ? Pre-layoff assistance
- ? Classroom training
- ? Out-of-Area job search assistance

- ? Relocation
- ? Adult education
- ? Literacy Activities and English for non-English speakers training
- ? Motivation training
- ? Consumer Credit counseling
- ? Short-term Pre-vocational counseling
- ? Training services including:

1. Occupational skills training, including training for non-traditional jobs
2. On-the-Job Training
3. Programs that combine workplace training with related instruction
4. Training programs by private sector
5. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

R. MEMORANDUM OF UNDERSTANDING:

WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. As referenced on page 6, a copy of each MOU must be included with the plan. [WIA, Section 118(b)(2)(B)]

The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in concrete terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop career center system.

1. The MOU must describe: [WIA, Section 121(c)(1)(2)(A)(B)]
 - a) What services will be provided through the One-Stop system.
 - b) How the costs of services and operating costs will be funded, including cost-sharing strategies or methodologies.
 - c) What methods will be used for referral of individuals between the One-Stop operator and partners.
 - d) How long the MOU will be in effect.
 - e) What procedures have been developed for amending the MOU.
 - f) Other provisions consistent or as deemed necessary by the local board.
2. Identify those entities with whom you are in the process of executing an MOU. Describe the status of these negotiations. (Interim Final Rule 662.310(b))

Although we have an earlier MOU with all of the mandatory WIA partners, JESD is in the process of revising the MOU to bring it into compliance with the Workforce Investment Act. When we have

received approval of the MOU format, we will meet with our partners to have them sign on. The partner who we have or will approach include Job Corp, EDD, San Bernardino County Superintendent of Schools, State Rehabilitation, Aging and Adult Services, Community Colleges, Community Services Department, Housing Authority, Mental Health and Substance Abuse and finally CalWORKs.

3. What process will the local board use to document negotiations with One-Stop partners who fail to participate or sign an MOU? How will you inform the state board when negotiations have failed? [Interim Final Rule 662.310(b)]

Once the MOU has been approved by the WIB and the LCEO, staff will meet with the partners to negotiate the terms of the MOU. If staff is not able to successfully negotiate a MOU, their effort will be documented. State agencies will be asked for assistance. If this assistance is not successful, it will be documented and sent to the authorizing state agency. If the matter can not be handled, we will ask for time at the State Board meeting to discuss the impasse. San Bernardino County does not anticipate any problems in this regard.

VI. YOUTH ACTIVITIES

As a way to connect youth to workforce investment resources, WIA requires youth programs to be connected to the One-Stop system. WIA requires improved youth opportunities and Youth Councils to be part of local workforce investment systems. Youth Councils have authority to develop the youth-related portions of the local plans, to recommend youth service providers to the local boards, to coordinate youth services, and to conduct oversight of local youth programs and eligible providers of youth programs.

In this section, we will describe the strategies and tactics that will be pursued to develop a comprehensive service delivery system for eligible youth, and discuss how that system will be coordinated through the One-Stop system.

A. Describe your local area's efforts to construct a youth council and what the role(s) of the Youth Council will be. [WIA, Section 117 (h)(1)(2)(3)(4)]

The Board of Supervisors appointed an Interim WIB on November 24, 1998 with the specific task of constructing a countywide youth council. The kickoff event for the Interim Board was to host a local conference focusing on youth issues and invite the major players to attend. The conference was well attended, and we received input from all of our community partners. We then began having monthly meetings with the representatives of the various youth organizations to develop the Youth Council. These meetings culminated with the appointment of a Youth Council by the interim WIB and subsequent ratification of the Board of Supervisors on October 26, 1999. Our Youth Council includes representatives of the various sectors mandated for participation on the Youth Council under WIA.

During a weekend retreat the Youth Council agreed that their role should be to serve and encourage our youths while ensuring that our contractors and other youth providers should partner and leverage their respective youth funds. They further agreed that the target of our youth program would be with youth who are basic skills deficient.

The Youth Council is now working with staff to develop policies related to issuance of the youth service provider RFP and the planning for youth programs, including the Summer Program. They will be recommending eligible providers of youth activities and conducting oversight of the agencies that receive grants or contracts. The Youth Council will also continue to act as a catalyst and advocate for youth in our community. They will host public events that demonstrate the community's commitment to expand job and career opportunities for youth.

B. How will youth services be connected with your One-Stop delivery system? [Interim Final Rule 664.700]

We envision a variety of relationships between the One-Stop Centers and the Youth Centers ranging from referral and co-enrollment to shared facilities and staff. In addition, One-Stop operators will be required to provide services to eligible youth and 18-21 year olds may be co-enrolled if appropriate. At a minimum, youth programs and One-Stop Centers will share information regarding employment opportunities and clients via Cal JOBS. Providers will be required to refer all non-eligible youth to local One-Stops for services.

Orientation to One-Stops will be provided to all enrolled youth. One-Stop staff liaison will receive training on local youth programs and attend regular regional coordination meetings focused on youth. Youth may enter the system through a One-Stop where they will be assessed and referred to an appropriate youth provider. Finally the RFP will encourage providers to link with local One-Stops.

C. Describe how coordination with Job Corps, Youth Opportunity Grants and other youth programs in your local area will occur e.g. School-to-Career. [WIA Section 112(b)(18)(C) and 117(h)(2)(vi), State Planning Guidance, IVB.14.]

In our County no one has yet recieved a Youth Opportunity Grant. However, coordination with Job Corps and other youth programs will occur through the Youth Council. At a minimum, membership on the Youth Council and the full WIB will include a representative from the Job Corp. One-Stop staff will attend monthly Job Corp meetings. Finally a Job Corp representative will be located in our One-Stop to assist them in their recruitment efforts.

D. Describe and assess the type and availability of youth activities in the local area. Include an identification of successful providers of such activities. [WIA, Section 118(b)(6)]

Within our County there are more than 40 agencies providing youth activities in our region, including juvenile diversion, alternative education, GED instruction, health and mental health services, job readiness, career counseling, job placement, substance abuse, and youth development. Although numerous services exist, they are not always available in sufficient quantity or are not accessible to those youth who are most in need.

Of the ten (10) Program Elements identified in WIA Section 129(c)(2), all but adult mentoring is currently available in our community. The Youth Council intends to review organizations that provide each of these ten elements and to ensure quality services are available throughout the region.

The following organizations have been identified as successful providers of youth services under JTPA in our community.

1. ASA Learning Center
2. Apple Valley USD
3. Barstow USD
4. Bear Valley USD
5. Bloomington Save Our Youth
6. Campfire Boys and Girls Club
7. Career Institute
8. Chaffey College
9. Chaffey Joint USD
10. Chino USD
11. City of Redlands
12. CRY-ROP
13. Fontana USD
14. CSUSB Foundation
15. Guiding Angels
16. Henkels and McCoy
17. Hesperia USD
18. High Desert Youth Center
19. Innovative Learning System
20. Los Angeles Project With Industry
21. Libreria Del Pueblo, Inc.
22. Lucerne Valley USD
23. Morongo USD
24. NCNW Bethune Centers
25. Needles TEAM
26. Provisional Accelerated Learning
27. Redlands USD
28. Rialto USD
29. SHU
30. Snowline USD
31. Solutions ED Enrichment Center
32. Trona USD
33. Universal Training Center
34. Upland USD
35. Victor Valley USD
36. West End SBCO Schools
37. YMCA
38. Skadron College
39. MTI College
40. SB Valley College
41. Security Officers Training
42. Friendly Computer
43. Mt. San Antonio College
44. American Red Cross
45. Summit College
46. YWCA

- E. What is your local area's strategy for providing comprehensive services to eligible youth, including any coordination with foster care, education, welfare and other relevant resources? Include any local requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. [WIA Section 112(b)(18)(A), Interim Final Rule 664.400, State Planning Guidance, IV B.14]**

A major focus of the Youth Council will be the development of a comprehensive, coordinated system for providing services to youth, particularly those with special needs. Youth Council representatives from foster care, education, probation, and Cal Learn will assist in this process. Since Cal Learn is one of the programs administered by JESD, the pregnant and parenting teens in that program will have direct access to services.

The procurement process is designed to ensure comprehensive services for eligible youth through the selection of service providers that respond to identified youth needs. All service providers must describe how coordination with foster care, welfare, and probation and other appropriate agencies will occur.

Consideration will be given during the RFP process to contractors that assist youth who have special barriers including youth who are transitioning from foster care or probation camps, are pregnant or parents, or have disabilities. It is required that all facilities meet the requirements of the American with Disabilities Act (ADA). Technical assistance will be provided to selected providers to further develop staff capacity in working with the various target populations. If the initial RFP process does not identify appropriate providers for these populations, a targeted RFP may be released.

The Youth Council has also instructed JESD to hold a "New Contractor" Orientation to provide a networking opportunity in addition to the paperwork completion. All providers will be asked to provide information on their individual youth programs. We will also strongly encourage providers to involve parent/guardian of youth as much as possible.

- F. Describe how your local area will meet the Act's provisions regarding the required youth program design elements: [WIA, Section 129(c)(2)(A) through (J)]**

In our local program we will use pre and post testing for basic skills. Each youth will be provided with a portfolio of skills validation e.g. resume, Internet search, occupation research. JESD information will also be provided in the portfolio for the youth's futures reference

1. Preparation for post-secondary educational opportunities.

Our Youth Council has started building a relationship with the local community colleges, County Superintendent of Schools, alternative schools and K-12 schools. This begins the process of developing an integrated system that allows all youth in San Bernardino County who desire post secondary education to achieve it. In addition the direct programs that are overseen by the Youth Council will provide activities that strengthen basic academic functioning to prepare students to meet the minimum requirements needed for post-secondary training.

2. Strong linkages between academic and occupational learning.

In San Bernardino County, we believe that there is a direct correlation between academics and occupational learning. To better help us understand and ensure that we are serving the child in the right way, we will mandate that every child receive an academic assessment. Based on that assessment, those school age youth that are participating in the WIA youth program will attend classes to remediate the deficiencies that are found. All of the student career plans will be consistent with the state education requirements and the local training school's policy and rules.

School age youth who enter the program as school dropouts will reenter a comprehensive school and pursue academic and occupational training or reenter through the County Office of Education's Community or Alternative School Program while learning an occupational skill.

3. Preparation for unsubsidized employment opportunities.

The purpose of all youth training efforts will be directed at helping out youth prepare for unsubsidized employment opportunities. As such we will continue our work with the County Superintendent of Schools, school-to-career effort. Also our Youth Council has determined that there will be a performance goal for all of our contractors in this area. The building of strong basic academic and basic work skills is the focus of the In School Youth program. Program content is closely aligned with the needs employers have consistently expressed regarding basic employability.

4. Effective linkages with intermediaries with strong employer connections.

Through the San Bernardino County JESD Employer Services Unit both the One-Stop Career Centers and the various contracted programs have strong linkages to the employer community. Many community-based youth serving agencies, including those who have directed summer youth components, also have effective linkages to businesses willing to employ youth. The Youth Council will continue to emphasize the building of strong employer connections through our RFP process. The result of all of these efforts will be used to create work experience and career opportunities for youth enrolled in our program

5. Alternative secondary school services.

With over 34 school districts in our County serving over 360,000 young people and with over 32 major foreign languages being spoken by some of these children, we have no doubt that a strong alternative school system must be in place. Further we believe that if we are to serve some of the youth in our community who need serving we must avail ourselves of the alternative school setting. Alternative schools will be used as a point of reentry for our young

children who are having difficulty with the regular school setting. We will also use our alternative schools to keep youth in school who are in danger of dropping out of regular school.

6. Summer employment opportunities.

The WIB and our Youth Council are committed to providing our young people with summer employment opportunities. The summer will kick off our year round youth employment and training efforts.

7. Paid and unpaid work experience.

Both paid and unpaid work experience will be offered to youth who can benefit from such experiences. Work experiences will supplement the training of those young people who initially enroll in our summer youth program as a strategy to strengthen those hard and soft skills desired by the employer community. The experiences are designed to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job, and to advance at their place of employment. Worksites will be selected based on their ability to provide the youth with career exposure and rudimentary skill development, and is not intended to provide employers just with "free labor".

8. Occupational skills training.

All of our young people will receive some occupational skill training. However, the Out-of-School Youth that lack the necessary job skills to get and keep a job will be provided occupational skills training after an assessment by a case manager, consistent with a plan developed with the case manager.

9. Leadership development opportunities.

The Youth Council will release an RFP that will allow our youth contractors the opportunity to help us define the leadership development opportunities. The proposals submitted are expected to be innovative with measurable results.

10. Comprehensive guidance and counseling.

Various types of counseling will be offered through our Youth providers and One-Stop Centers that promote good career choices and expanded job opportunities for youth, while enabling them to effectively manage their personal and family life.

11. Supportive services.

Supportive services as needed will be provided to our youth. These will include transportation and child care assistance, a wide range of other supportive services may be provided when acute needs arise, at the direction of the case manager.

12. Follow-up services [Interim Final Rule §664.450(a)(1) through (6)(b), State Planning Guidance, IV B.15.]

Follow up services for youth will track the progress of youth in employment after training. They may include leadership development through adult mentoring, work-related peer support groups, regular contact with a youth participant's employer to resolve work-related problems that may arise, assistance in securing better paying jobs and more education, career development and other supportive services leading to employment retention.

All youth, particularly those most in need, will acquire the necessary skills to successfully transition into adulthood, careers, and further education and training

VII. ADMINISTRATIVE REQUIREMENTS

A. What competitive process will be used to award grants and contracts for youth services in your local area? [WIA, Section 118(b)(9)], 112(b)(18)(B) and Section 123]

Contracts will be awarded on a competitive basis, based on the recommendations of the Youth Council and on the criteria contained in the state plan. The Local Elected Official (Board of Supervisors) will approve all Requests for Proposals, prior to advertisement in regional newspapers. Once the LEO approves the RFP a proposer's conference will be scheduled to allow proposer's the opportunity to ask questions prior to submission of their proposal.

B. What competitive and non-competitive processes will be used at the local level to award grants and contracts for activities under Title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts? [WIA, Section 118(b)(9)]

Solicitation methods to be used to select the Service Providers may include:

Advertised Request for Proposal (RFP) or Invitation for Bid (IFB): This type of procurement method is currently being used by the SDA. This method uses the formal competitive bidding process, allowing the WIB to make objective proposal comparisons and selection of Service Providers using some of the following criteria: cost reasonableness, demonstrated program effectiveness, proximity and accessibility to public transportation services for the clients, and fiscally soundness and viability of the agency.

Unsolicited Proposals: This type of procurement method is also being used by the WIA. Unsolicited proposals are accepted on a year-round basis providing, the proposals are unique (services are not currently being provided by another agency contracted with), cost effective, meet real needs, and other WIA requirements.

Sole Source or Negotiated Bid Process (NBP): Under this type of procurement, a contract may be executed without the benefit of having obtained more than one (1) bid or proposal; contracting agency has been determined to be the only known source available to perform this work.

Customized Training: Customized training does not require bids or proposals. A customized training program is designed to meet the special requirements of an employer who has entered into an agreement to hire individuals who are trained to the employer's specifications.

Off-the-Shelf Purchase Order: Procurement by purchase order is used when the cost is non-negotiable, and is intended mostly for Individual Training Accounts (ITA) contracts with schools, colleges, ROPs, Adult Schools, or Private Schools where the tuition, fees and other related costs are determined by the individual school's catalog or system.

C. What entity will serve as the local grant recipient and be responsible for disbursing grant funds as determined by the Chief Elected Official? [WIA

The County of San Bernardino is the grant recipient for WIA funds and is responsible for the disbursement of grant funds. The County's Jobs and Employment Services Department has been designated as the administrative fiscal agent for the funds.

D. What criteria will the local board use in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers? [WIA, Section 112(b)(18)(B), State Planning Guidance III B.1.f.]

At a minimum, the criteria will require that each provider meet minimum acceptable levels of performance based on the criteria established by the Youth Council. Performance information will be required to determine the program completion rates, the percentage of participants who obtain unsubsidized employment, wages at placement, retention rates, and appropriate attainment of measures of skills. Cost information will be required to determine program costs (such as tuition and fees) in each of the applicable training courses.

Request for Proposals or Request for Bids will be issued to award contracts and grants for youth services from the list of eligible youth service providers based on the recommendations of the Youth Council and, when developed, on the criteria contained in the State Plan.

E. What is your local area's definition regarding the sixth youth eligibility criterion, ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). [WIA Section 101(13)(C)(vi)]

At this time the Youth Council has not defined the sixth criteria. At their board meeting the members agreed to study what has been accomplished in the roll out and implementation of the youth program. By comparing that with the unmet needs of our youth they believe they will have a clearer picture on how to define the sixth criteria.

VIII. ASSURANCES

A. The Local Workforce Investment Board and its staff assure that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds provided to the Local Workforce Investment Board through the allotments made under sections 127 and 132. [WIA< Section 112(b)(11)]

- B. The Local Workforce Investment Board assures that it will comply with WIA, Section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary that it has:
1. Implemented the uniform administrative requirements referred to in WIA, Section 184(a)(3);
 2. Annually monitored local areas to ensure compliance with the uniform administrative requirements as required under WIA, Section 184(a)(4); and
 3. Taken appropriate action to secure compliance pursuant to WIA, Section 184(a)(5).
- C. The Local Workforce Investment Board assures that compliance with the confidentiality requirements of WIA, Section 136(f)(3).
- D. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA, Section 181(b)(7)]
- E. The Local Workforce Investment Board assures that the Board will comply with the nondiscrimination provisions of WIA, Section 188, including an assurance that Methods of Administration have been developed and implemented.
- F. The Local Workforce Investment Board assures that the Board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section 188.
- G. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA, Section 189(c).
- H. The Local Workforce Investment Board certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator. [State Planning Guidance VI. 11.]
- I. The Local Workforce Investment Board certifies that Veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- J. The Local Workforce Investment Board certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees. [State Planning Guidance VI. 13.]
- K. The Local Workforce Investment Board certifies that Workforce Investment Act Section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the State monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.
- L. The Local Workforce Investment Board assures that it will comply with the current regulations, 20 CFR part 651.111, to develop and submit affirmative action plans for migrant and seasonal farmworker Significant Offices in the local workforce area which are determined by the Department of Labor, to be in the highest 20% of MSFW activity nationally.

- M. The Local Workforce Investment Board has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners. [WIA Section 118(a)]
- N. The Local Workforce Investment Board assures that it will comply with Section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the American's with Disabilities Act of 1990 (42 USC 12101 et seq.).
- O. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.

IX. PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This plan represents the San Bernardino County Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

The plan is submitted for the period of July 1, 2000 through June 30, 2005 in accordance with the provisions of the Workforce Investment Act.

On Behalf of the San Bernardino County Workforce Investment Board

Signature _____

Name: _____ Phil Cothran _____ Title: _____ Chairman _____

Date: _____ February 16, 2000 _____

Chief Elected Official(s)

Signature _____

Name: _____ Jon D. Mikels _____ Title: _____ Chairman, San Bernardino County
Board of Supervisors _____

Date: _____